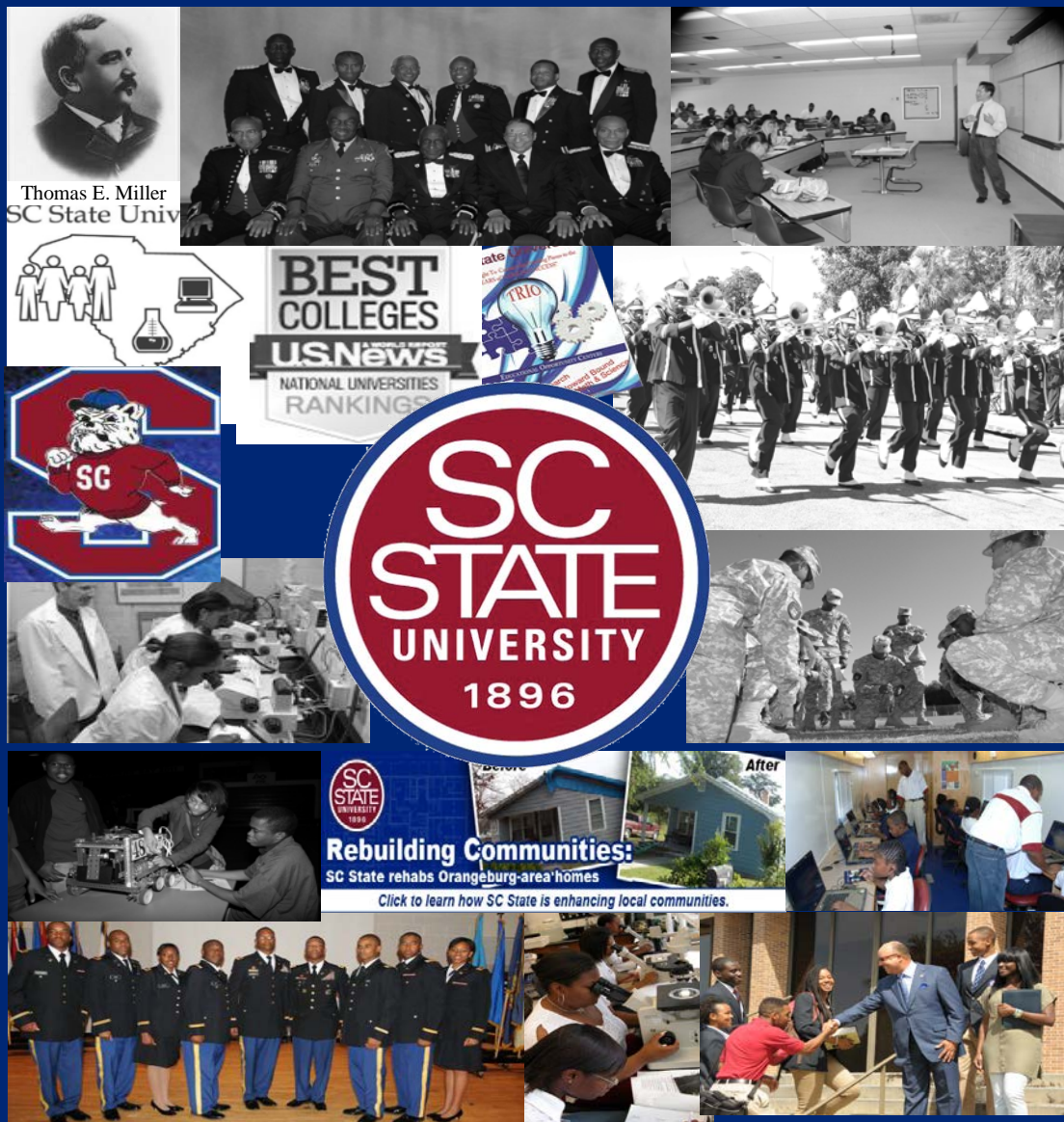


PURSING EXCELLENCE THROUGH LEGACY AND LEADERSHIP



2014-2019 Strategic Plan

*Thomas J. Elzey
11th President*

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INTRODUCTION

The South Carolina State University 2014-2019 Strategic Plan provides a comprehensive framework from which the University will continue to operationalize its mission, which is to prepare highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. The goals and objectives within this five-year plan (2014/15 – 2018/19) are designed to have the University operate at a higher level of efficiency and transparency and to achieve long-term sustainability.

The Strategic Planning Council recognizes the university's rich 1890 land-grant history and legacy of creating a platform from which thousands of students have been able to rise to leadership positions in numerous professions, including the military, politics, education, business, sciences, engineering, humanities, and social sciences. Concomitantly, it also recognizes the challenges that the University has endured over the past several years—decreases in enrollment, retention and graduation rates; reductions in revenues; external concerns regarding transparency of university operations; and tarnished images of the University in the media and in the minds of many of its constituents due to legal and financial issues that have plagued the institution.

This comprehensive strategic plan's focus is to reverse those negative trends during the next five years so that the university will again become: the place where students view it as the best choice to prepare for their careers; an institution with a growing enrollment and a growing endowment; a place of operational and managerial efficiency and transparency; a haven for faculty, staff and students to engage in scholarly pursuits and outstanding research; and an institution which supports its local and statewide community at the highest levels. The goals and objectives identified in this plan focus on those initial steps that will assist in achieving these key milestones for SC State University.

The 2014-2019 Strategic Plan for SC State University was approved by the Board of Trustees September 25, 2014.

HISTORY OF SC STATE UNIVERSITY

Founded as the Colored Normal, Industrial, Agricultural and Mechanical College of South Carolina in 1896, the institution that became South Carolina State University has provided educational opportunities for generations of young people. It was and remains a land-grant institution established by the provisions of the 1862 and 1890 Morrill Land-Grant Acts. South Carolina State University has played a key role in the education of African-Americans in the state and nation. As a land-grant institution, it provided agricultural and mechanical training to generations of black youngsters. Through its extension program, it sends farm and home demonstration agents into rural counties to provide knowledge and information to black farm families. By the mid-twentieth century these extension agents were dispensing practical advice in 33 of South Carolina's 46 counties. The agents also supervised 4-H programs for black young people.



During its early decades most S. C. State students enrolled in the elementary and high school programs that operated on the campus. It was not until the 1920s that substantial numbers of State students began to earn bachelor's degrees in the college curriculum. In those early years young men and women were required to take vocational courses. Men enrolled in poultry science, harness making, and wood working while women took cheese making, child care, and dress making. But students also took classes in literature, history, mathematics, and the sciences. The College prepared scores of teachers for the state's public schools. In 1924, and thanks to the support of the Rosenwald Fund, the College constructed a new four-classroom brick building on the campus to provide primary education. Named the Felton Training School, this Rosenwald school was replaced in 1964 with the current Felton Laboratory School.

With the financial assistance of the Rockefeller Foundation-sponsored General Education Board, the College managed to survive the economic crisis of the Great Depression of the 1930's. The campus high school closed in 1933. The first library building—Wilkinson Hall—was completed in 1939 with funds from the General Education Board and the sale of state bonds. The support of the Rosenwald Fund and the General Education Board helped the institution survive the Depression.

After World War II, the state legislature created a graduate program and a law school at South Carolina State University to prevent black students from enrolling in the University of South Carolina's graduate and legal education programs. The legislature also dramatically increased funding at the college in an effort to make "separate but



equal" a reality in higher education in South Carolina. During this time, hundreds of veterans enrolled under the G. I. Bill of Rights. Dormitories, classrooms, and laboratories were overwhelmed with students, and many young people who wanted to enroll were turned away because of the lack of space. In 1947 the Department of the Army authorized the establishment of ROTC at S. C. State. Eventually the Bulldog Battalion would produce more than 2000 commissioned officers including dozens of

women after they were admitted to the program beginning in 1972.

The general assembly increased appropriations for S. C. State in the 1950s and the General Education Board offered generous financial assistance that led to a building boom on the campus with the construction of dormitories, classroom buildings, agricultural facilities, a student center, and a small football stadium. For the first time, the College began to employ faculty members who had earned doctorates. The legal name of the institution was changed in 1954 to South Carolina State College. In 1960 the College gained full accreditation by the Southern Association of Colleges and Schools (SACS).

South Carolina State students joined peaceful marches and demonstrations against segregation in Orangeburg and across the South in the 1950s and 1960s and were arrested. In 1968 three young men were slain and 27 wounded on the campus by state highway patrolmen in the Orangeburg Massacre.

Since the passage of the Civil Rights Act of 1964, South Carolina State has been open to students and faculty members of any racial or ethnic background. But it has largely retained its mission and legacy as a historically black institution. In the wake of desegregation, the law school closed in 1966 and in 1971 the program in agriculture was terminated. S. C. State's farm which was located about two miles from the campus was transformed into the Hillcrest community recreation center that includes a public golf course as well as soccer and softball fields. The cooperative extension program was integrated as Black farm and home demonstration agents merged with the previously all-white Clemson University Extension program.

By the 1980s the vocational programs in tailoring, carpentry, and automobile mechanics had become a distant memory. They had been replaced in the curriculum by an array of new fields including agribusiness, psychology, criminal justice, fashion merchandising, and computer science. By the twenty-first century, students were enrolled in a nuclear engineering program established in cooperation with the University of Wisconsin. A graduate program leading to a doctorate in educational administration began in 1986, and two new master's degree programs in bioengineering science and in energy and environmental science will be offered beginning in 2014.

New facilities have been built for the new academic programs and to provide modern residential accommodations for students. They include the I.P. Stanback Museum and Planetarium, radio station WSSB-FM, the Algernon S. Belcher Hall that contains the School of Business, the Leroy Davis, Sr., science complex, and the Engineering and Computer Science facility. The Andrew Hugine, Jr., Suites offers spacious housing for more than 700 students. Lowman Hall was built in 1917 mostly with student and faculty labor as a men's dormitory, and this historic structure has been recently renovated into a modern administrative facility. In 1992, the state legislature designated South Carolina State a University.



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With an infusion of funds from the U. S. Department of Agriculture, the Cooperative Extension and Research programs have grown dramatically in recent decades as the University extends its commitment to public service and cutting-edge research. The new 1890 building named in honor of Senator John W. Matthews, Jr., opened in 2006. The first phase of the James E. Clyburn Transportation Research and Conference center was finished in 2011. In 2007 the University hosted the nationally televised Democratic Party debate that brought Presidential candidates Barack Obama, Hilary Clinton, and Joseph Biden to the campus.

Today there are nearly 4000 students majoring in over fifty degree programs that include business, nuclear engineering, Education, agribusiness, social work, speech pathology and audiology, and visual and social sciences, performing arts, as well as fashion merchandising, physics, criminal justice and the biological and physical sciences. South Carolina State University stands poised in the second decade of the 21st century to meet its challenges and to build on a strong legacy of education, public service, and research.



2014- 2019 STRATEGIC PLAN

VISION STATEMENT

South Carolina State University will be recognized as one of the highest performing universities among our peers producing globally competitive graduates.

CORE VALUES

Access - accessible and affordable

Excellence - commitment to excellence as its top priority

Integrity - a solid reputation of integrity

Opportunity - fulfill career dreams and goals

Respect - climate of mutual trust and respect

MISSION

South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.

SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.

GOALS AND OBJECTIVES

1. Promote and Sustain a Student-Centered Environment

- ◆ *Increase enrollment through enhanced recruitment and marketing strategies.*
- ◆ *Increase student achievement, retention and graduation rates with greater emphasis on student support services.*



- ◆ *Increase co-curricular learning experiences, including research, leadership opportunities internships, and global awareness.*



- ◆ *Promote living-learning communities.*



2. Enhance Academic Programs and Unique Niches

- ◆ *Assess all academic programs for strength, viability and expansion.*
- ◆ *Identify and promote the university's exemplary academic programs.*
- ◆ *Increase diversity in academic programming to include continuing education and various distance education methodologies.*
- ◆ *Increase the number of faculty, staff and students engaged in research and scholarship.*



3. Develop and Maintain a Financial Structure that Ensures a Balanced Budget and Creates Reserve Funds.

- ◆ *Expand and increase university resources through fundraising, research revenues, and other strategies to ensure fiscal viability and growth.*
- ◆ *Implement ‘best practice’ financial management methodologies to result in more effective operations.*
- ◆ *Increase training and maximize the utilization of technology in all areas of the campus for greater productivity and efficiency.*
- ◆ *Review and update costs for utilization of campus facilities by external groups.*

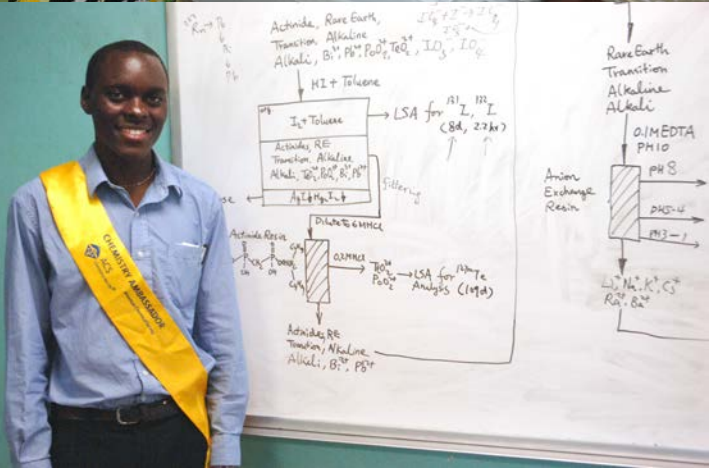


4. Strengthen the University’s Level of Accountability and Efficiency

- ◆ *Improve customer service in all university operations.*
- ◆ *Maintain compliance with all oversight and accrediting associations’ rules, regulations and policies.*
- ◆ *Review and update the university’s comprehensive facilities improvement plan.*
- ◆ *Utilize the assessment process for evaluation of academic and administrative progress.*

5. Improve the University's Image through Greater Accountability, Enhanced Outreach and Partnerships

- ◆ Enhance the public's perception of the university through a comprehensive public relations and marketing plan.
- ◆ Increase and strengthen alliances and partnerships.
- ◆ Establish Research Centers that promote scholarship and the 1890 mandate.
- ◆ Promote outreach programs that strengthen the relationships between the university and the community.



STRATEGIC PLANNING PROCESS

In June 2013, the South Carolina State University Board of Trustees elected Mr. Thomas J. Elzey to become the eleventh president of the University. Accompanying this new presidency was the selection of new Board members, placement on Warning by the Southern Association of Colleges and Schools Commission on Colleges and the realization that significant changes were required for the University to rebound to a level that demonstrates stability in its administrative operations and growth in its enrollment and resources. These elements, along with a restructuring of the university, prompted a review of the 2011-2016 Strategic Plan to ensure that its goals and objectives would place the University at the level of excellence required. Following is an overview of the process that occurred to produce a new strategic plan for 2014-2019.

The SC State University process to develop the 2014-2019 Strategic Plan began with the selection of members of the Strategic Planning Council. The members included the President's Cabinet and three members of the SC State Board of Trustees. The Council began its process with a review of the external and internal environmental scan; along with a review and discussion of the 2011-2016 Plan, which was in its third year, to determine whether revisions, rather than a complete overhaul, were needed.

In addition to the 2011-2016 Strategic Plan and an environmental scan, the Council was provided with a copy of the steps in developing a strategic plan and an overview of the process in the development of the 2011-16 plan. Results from these discussions included the decision to retain the Mission Statement and list of Core Values, but to revise the vision statement, goals and objectives to more closely reflect the status of the University in 2014.

Several versions of a vision statement were presented and discussed followed by the development of goals that focus on growth in enrollment and resources, accountability, sustainability, and image enhancement. Special focuses were placed on creating a more student-centered environment to improve enrollment—recruitment, retention and graduation; to enhance diversity in the student body and in the teaching methodologies for academic offerings; and to increase financial resources. Goals were then developed to be sufficiently broad, but easily measurable, for every division to have an impact on each goal. It was also decided that given the fluidity of the current environment, annual targets for the objectives, rather than five-year targets, would be developed. This will necessitate incorporation of the strategic priorities into the university's annual budget planning process. As the goals and objectives were being developed, the financial impact on the budget to achieve these objectives was taken into serious consideration, with the understanding that to grow as a university, additional revenue will be required to attain at least some of these objectives.

As part of the implementation and assessment process, the 2014-2019 Strategic Plan will be placed on the university website to allow all stakeholders to be aware of the plan. Annual reports will be compiled that reflect the level of progress in meeting the goals and objectives of the Plan and will also be placed on the university website for ongoing transparency.

2014 STRATEGIC PLANNING COUNCIL

Although the following individuals are the primary developers of this plan, input was also provided from other university constituents.

Board of Trustees

Mrs. Pearl V. Ascue

Dr. Carlotta Redish

Mr. Ronald B. Henegan

President

Mr. Thomas J. Elzey

President's Cabinet

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Ms. Sonja Bennett-Bellamy, *Vice President, Division of External Affairs and Communications/ Institutional Advancement*

Ms. Betty Boatwright, *Vice President for Enrollment Management*

Mr. Craig E. Burgess, *General Counsel and Interim Vice President of Operations*

Mr. Delbert T. Foster, *Vice President for Land-Grant Services*

Dr. Tamara Hughes, *Interim Vice President for Student Affairs*

Col. (Ret.) James Openshaw, *Vice President, Fiscal Affairs*

Dr. Rita Teal, *Executive Director of Institutional Effectiveness*

Mr. Paul Bryant, *Athletics Director*

Ms. Shondra Abraham, *Executive Assistant to the President*

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